A Navy Business Initiative

Paul Bruhns
ManTech International, Inc.

Paul.bruhns.ctr@navy.mil

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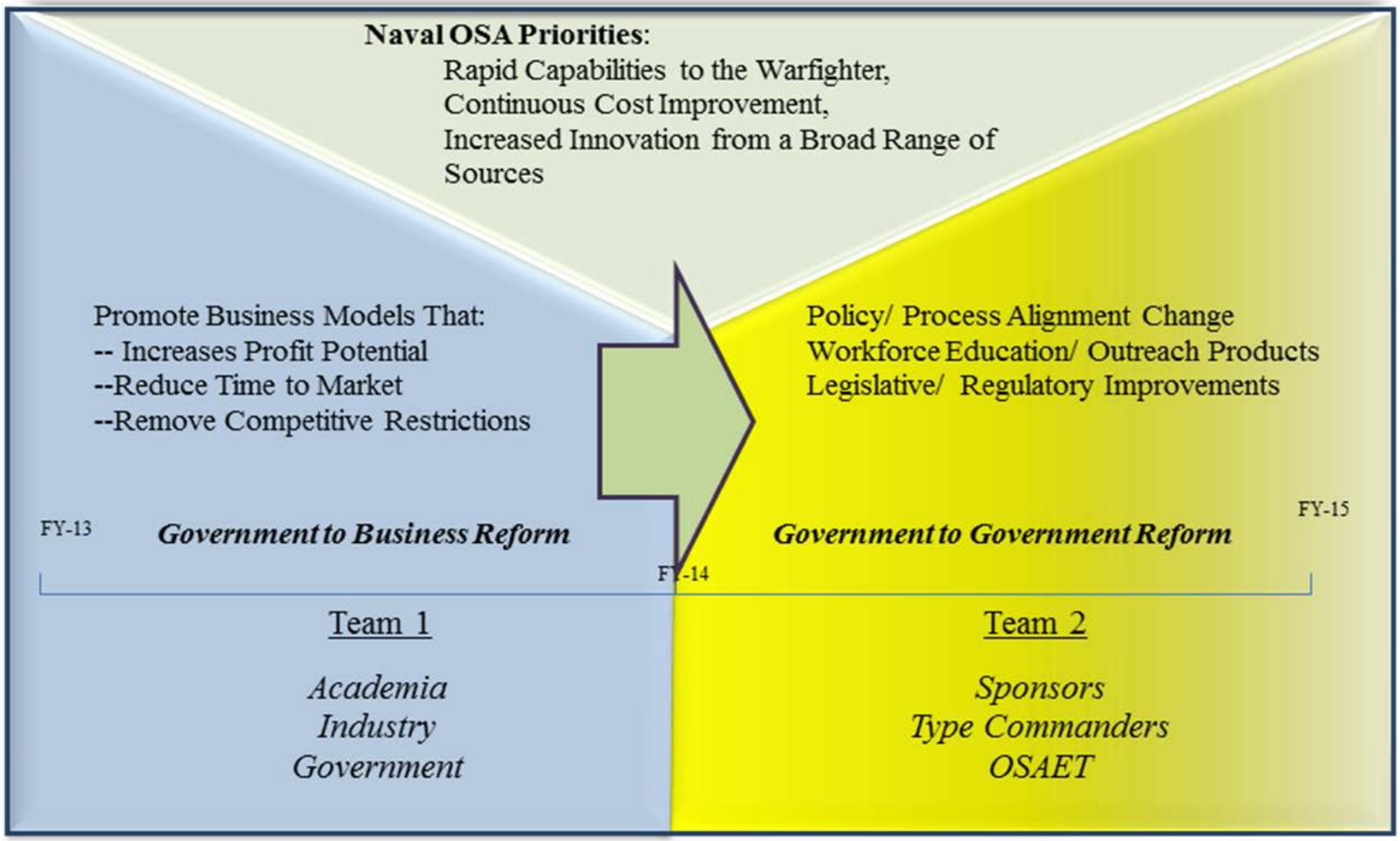
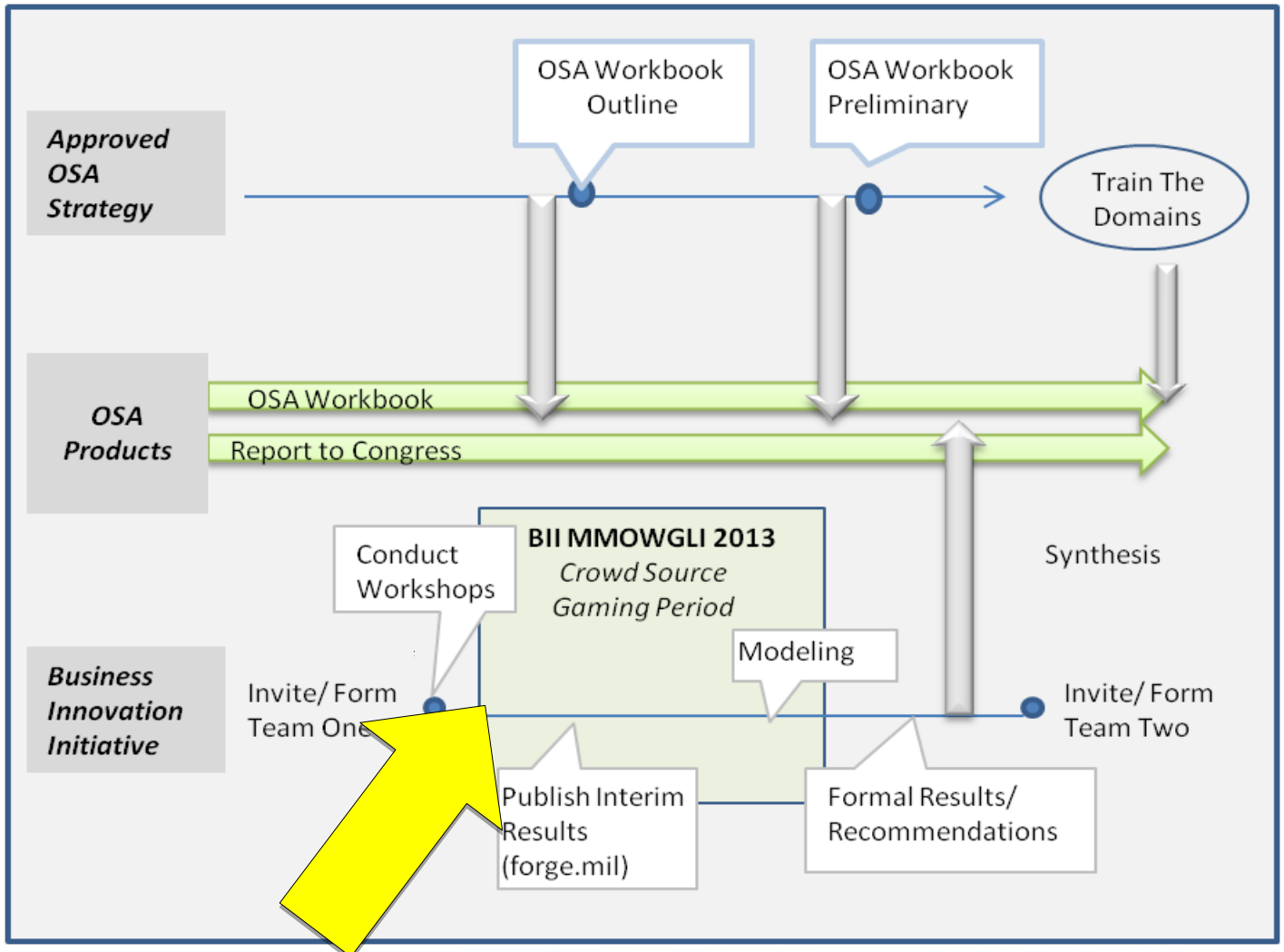
Business Innovation Initiative



Business Innovation Initiative
What Did We Expect To Achieve?



USING MMOWGLI TO ADDRESS OSA BUSINESS INITIATIVES

When We Looked At Crowd-Sourcing Candidates, The Navy Had MMOWGLI

MMOWGLI WAS A DEVELOPING TECHNOLOGY

Prior MMOWGLI War Games Had a Global Focus:

- Modern Piracy
- Improving Energy Efficiency in the Navy

These were big picture questions to the world

COULD MMOWGLI SUPPORT A BUSINESS FOCUSSED WAR GAME?

OSA Business Problems Have a Community Focus:

- DoD Acquisition Business Processes
- Organizational Business Relationships (*PMs, PEOs, SYSCOMS, Sponsors, TYCOMS, Laboratories, Industry Partners)*

We conducted workshops to narrow our game topics

Business Innovation Initiative
Our Workshops and Crowd Sourcing Events

Round One

Government and Academia Partners Analyzed The Naval OSA Strategy In The Context Of Business Relationship Changes To Accelerate Adoption

In September & December 2012, Our Workshops Considered The Following:

1. ***Are The Objectives Are Achievable; Does The Navy Have The Expertise To Pull Off The Changes Asked For?***
2. ***What if The Navy Only Gets Through Phase 1 and Only Improves Competition; Can We Achieve The End State of Cost Savings?***

In January 2013, DASN RDT&E Conducted The First BII War Game Using MMOWGLI

1. ***Identify Challenges To The Naval OSA Strategy***
2. ***How Do We Get To The Future?***

Assistant Secretary of the Navy for Research, Development, & Acquisition
SECRETARY OF THE NAVY
UNITED STATES OF AMERICA
DASN RDT&E

mmowgli

massively multiplayer online war game leveraging the internet

INSTITUTE FOR THE FUTURE

https://portal.mmowgli.nps.edu/bii

BII MMOWGLI ROUND ONE

CURRENT CHALLENGES TO THE NAVAL OSA STRATEGY
FUTURE GOALS

BII MMOWGLI ROUND ONE
(A TRIAL BALOON)

We Begin With A Call To Action Video

Call To Action!

Welcome to the bii MMOWGLI game

The **bii MMOWGLI game** is for professionals exploring how best to achieve the business goals of the Navy's new Open Systems Architecture (OSA) Strategy. Your feedback on this plan is welcome.

Round one explores the challenges and opportunities in developing a "payloads over platforms" business model driven by the OSA strategy. We are here to discover ways to incentivize acquisition programs and our industry partners to help craft a new business relationship that eliminates redundant development, ensures sustainability of war-fighting capabilities, and positively rewards good industry performance.

Your contributions are essential. Please join in. The bii portal is a great information resource for game play. Check the bii blog for game news. Thanks for your ideas. Play the game, change the game!

BII MMOWGLI ROUND ONE
(A TRIAL BALOON)

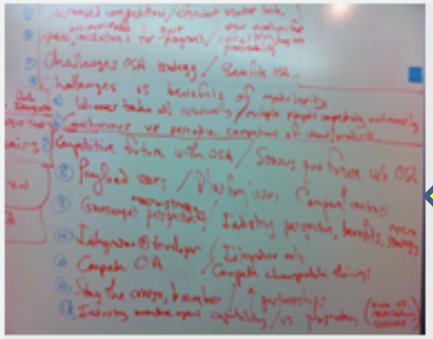
We Further Motivated Each Day of Game Play With a Blog Entry

Happy New Year 2013, Here We Come!

1/4/13 6:17 AM

Welcome to the **bii MMOWGLI game** blog! With a very productive (and enthusiastic!) workshop complete and 2013 in full force, we are now ready to start narrowing down "what bii MMOWGLI is *really* about."

We last met on 13 December 2012 in Alexandria, Virginia for our biiMMOWGLI workshop. Lots of ideas were discussed and as always it seems most walked away with more questions than answers. In the case of MMOWGLI...this is a great place to be! We determined that the bii MMOWGLI game is for professionals exploring how best to achieve the business goals of the Navy's new Open Systems Architecture (OSA) strategy.

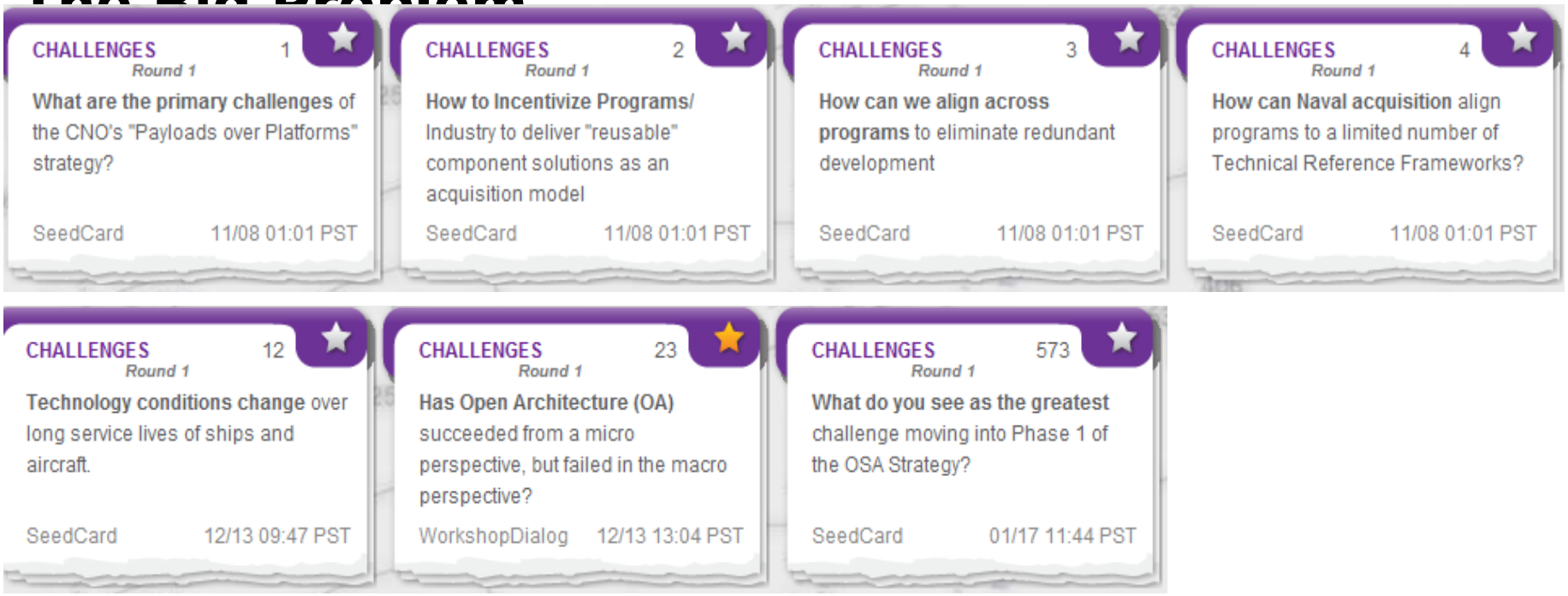


("Whiteboard Magic," 13 December 2012 Workshop)

We Published the Seed Card Brainstorming Session from the OSA BII Workshop

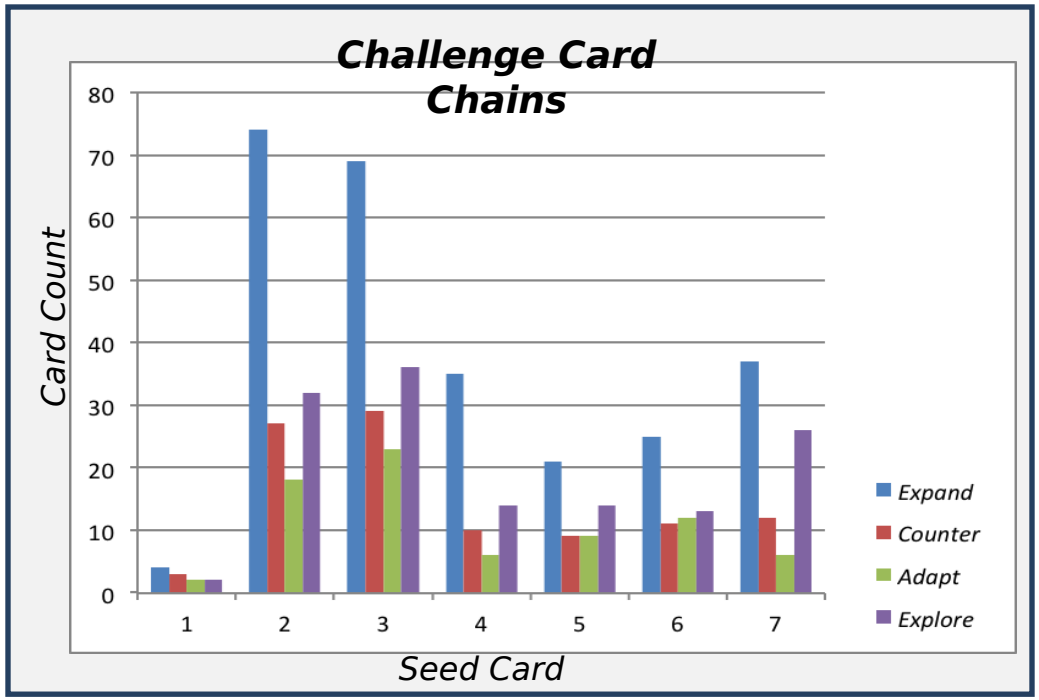
BII MMOWGLI ROUND ONE
(A TRIAL BALOON)

Topic Cards: Small Ideas To Decompose The Big Problem


CHALLENGES 1
Round 1
What are the primary challenges of the CNO's "Payloads over Platforms" strategy?
SeedCard 11/08 01:01 PST
CHALLENGES 2
Round 1
How to Incentivize Programs/ Industry to deliver "reusable" component solutions as an acquisition model
SeedCard 11/08 01:01 PST
CHALLENGES 3
Round 1
How can we align across programs to eliminate redundant development
SeedCard 11/08 01:01 PST
CHALLENGES 4
Round 1
How can Naval acquisition align programs to a limited number of Technical Reference Frameworks?
SeedCard 11/08 01:01 PST
CHALLENGES 12
Round 1
Technology conditions change over long service lives of ships and aircraft.
SeedCard 12/13 09:47 PST
CHALLENGES 23
Round 1
Has Open Architecture (OA) succeeded from a micro perspective, but failed in the macro perspective?
WorkshopDialog 12/13 13:04 PST
CHALLENGES 573
Round 1
What do you see as the greatest challenge moving into Phase 1 of the OSA Strategy?
SeedCard 01/17 11:44 PST

BII MMOWGLI ROUND ONE
(A TRIAL BALOON)

Results:



Exceeded Original Expectations

Excerpts From MMOWGLI Report to DASN RDT&E:

"The OSA team expected that BII MMOWGLI Game Round One would generate a list of challenges to the New OSA Strategy document. Players went well beyond that, instead concentrating their activities on identifying ways to make the strategy successful. It was clear that they viewed their role as problem solvers rather than problem identifiers.

"It was encouraging that all seemed open to the ideas and comments; engaging one another in debate on the pure basis of the issues, rather than taking an "Industry" or "Government" positional argument. Players expanded their ideas into action plans, inviting other players to help them author potential solutions …and it worked"

Assistant Secretary of the Navy for Research, Development, & Acquisition
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BII MMOWGLI ROUND TWO

INCENTIVES FOR INDUSTRY
MOTIVATIONS FOR THE GOVERNMENT WORKFORCE

Business Innovation Initiative
Our Workshops and Crowd Sourcing Events

Round Two

Government and Academia Partners Analyzed Round One of the BII MMOWGLI Game… Where are the challenges? How can we build momentum?

In March 2013, Our 2nd Workshop Considered The Following:

1. ***Phase 1 Improves Competition. How can we incentivize better performance?***
2. ***Phase 2 & 3 Requires Collaboration Across Programs. How can we motivate Programs to work together across procurement boundaries?***

In July 2013, DASN RDT&E Conducted The 2nd BII War Game Using MMOWGLI

1. ***How to Positively Incentivize Industry?***
2. ***How to Reward Programs and Individual Performers?***

BII MMOWGLI Round Two

BETTER INCENTIVES AND MOTIVATIONS TO CHANGE HOW WE DO BUSINESS IN NAVAL ACQUISITION!

mmowgli

play the game. change the game.

The Business Innovation Initiative (BII) Round 2 War Game is about to start!

It's Easy To Play!

- You communicate your ideas using 140 character message cards
- People play off your ideas or you play off others and you get points
- You can play as little or as much as you like. Come back from time to time when it's convenient. The game is designed to suit your schedule

Sign Up Here!

If you are interested in being part of the BII MMOWGLI game please visit the MOWGLI website and sign up. https://mmowgli.nps.edu/bii/signup.

The MMOWGLI BII game will take place from July 15th – July 26th so sign up today to be notified on game startup!

It's a new world where speed to fleet, affordability, and access to innovation will be propelled by better competition. How do we incentivize change?

Industry responds to margins, revenue, position, and market share, ***but how can we best apply these incentives with our current downward budget pressure?***

We can't forget the government workforce in the midst of this change. ***How do we find meaningful ways to motivate and reward Programs and Individuals that perform to a new standard?***

Better Buying Power 2.0 and the Naval Open Systems Architecture strategy are being adopted into Programs this year. ***We will use your ideas to shape policy and change processes.***

Participation

DASN RDT&E is looking for participants from all DoD agencies, Academia, and Industry. All defense acquisition professionals are encouraged to play. Click on the link to the left to sign up!

Game Play

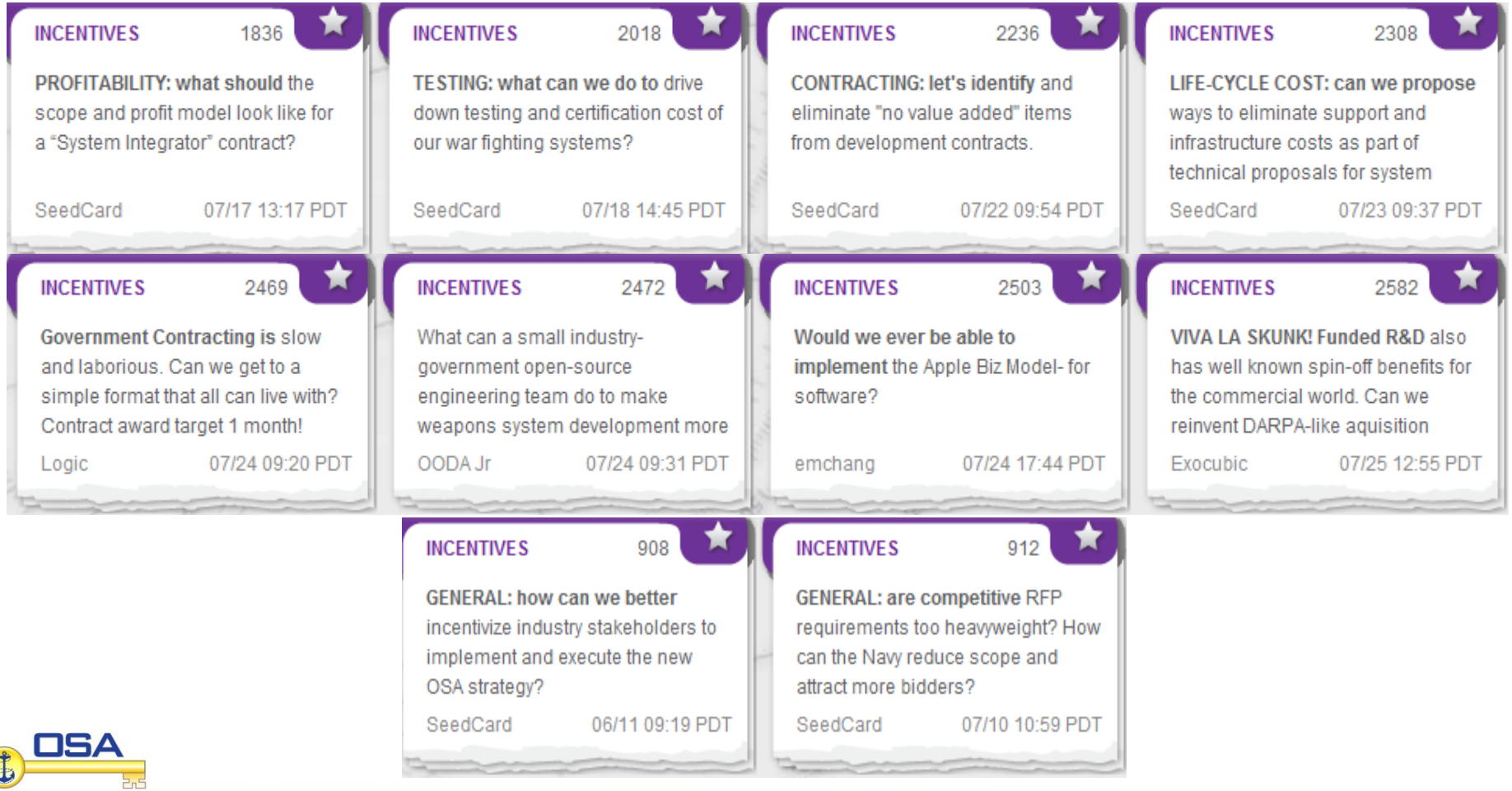
The BII MMOWGLI game will be played between July 15th and July 26th and will cover many topics. The game will feature a new challenge each day so participants should check in daily.

This Time We Increased Our Promotional Efforts To Gain a Wider and Deeper Player Base From The DoD Acquisition Community

Command Public Affairs Offices
Federal News Radio
Direct e-mail to Industry
The Open Group (Face Forum)
OA Enterprise Team
Promulgation
And Others

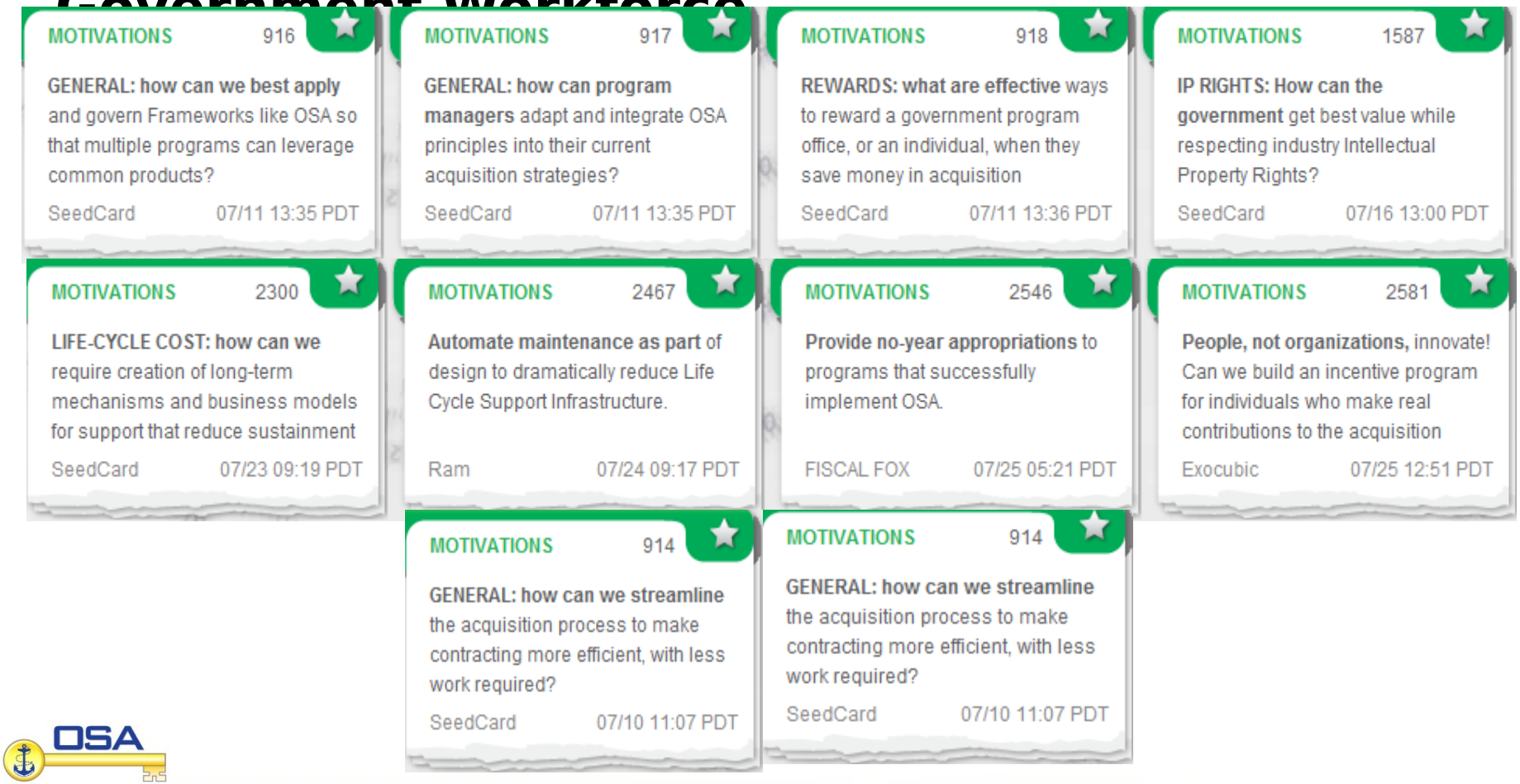
BII MMOWGLI Round Two

Topic Cards: Incentives For Industry


INCENTIVES 1836
PROFITABILITY: what should the scope and profit model look like for a "System Integrator" contract?
SeedCard 07/17 13:17 PDT
INCENTIVES 2018
TESTING: what can we do to drive down testing and certification cost of our war fighting systems?
SeedCard 07/18 14:45 PDT
INCENTIVES 2236
CONTRACTING: let's identify and eliminate "no value added" items from development contracts.
SeedCard 07/22 09:54 PDT
INCENTIVES 2308
LIFE-CYCLE COST: can we propose ways to eliminate support and infrastructure costs as part of technical proposals for system
SeedCard 07/23 09:37 PDT
INCENTIVES 2469
Government Contracting is slow and laborious. Can we get to a simple format that all can live with? Contract award target 1 month!
Logic 07/24 09:20 PDT
INCENTIVES 2472
What can a small industry-government open-source engineering team do to make weapons system development more
OODA Jr 07/24 09:31 PDT
INCENTIVES 2503
Would we ever be able to implement the Apple Biz Model- for software?
emchang 07/24 17:44 PDT
INCENTIVES 2582
VIVA LA SKUNK! Funded R&D also has well known spin-off benefits for the commercial world. Can we reinvent DARPA-like aquisition
Exocubic 07/25 12:55 PDT
INCENTIVES 908
GENERAL: how can we better incentivize industry stakeholders to implement and execute the new OSA strategy?
SeedCard 06/11 09:19 PDT
INCENTIVES 912
GENERAL: are competitive RFP requirements too heavyweight? How can the Navy reduce scope and attract more bidders?
SeedCard 07/10 10:59 PDT

BII MMOWGLI Round Two

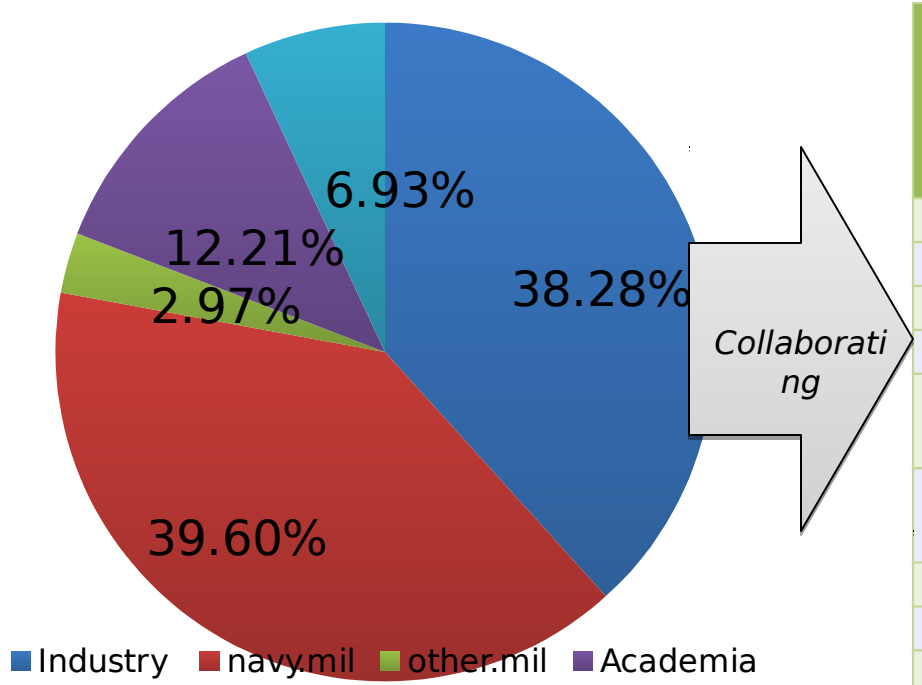
Topic Cards: Motivation For The Government Workforce


MOTIVATIONS 916
GENERAL: how can we best apply and govern Frameworks like OSA so that multiple programs can leverage common products?
SeedCard 07/11 13:35 PDT
MOTIVATIONS 917
GENERAL: how can program managers adapt and integrate OSA principles into their current acquisition strategies?
SeedCard 07/11 13:35 PDT
MOTIVATIONS 918
REWARDS: what are effective ways to reward a government program office, or an individual, when they save money in acquisition
SeedCard 07/11 13:36 PDT
MOTIVATIONS 1587
IP RIGHTS: How can the government get best value while respecting industry Intellectual Property Rights?
SeedCard 07/16 13:00 PDT
MOTIVATIONS 2300
LIFE-CYCLE COST: how can we require creation of long-term mechanisms and business models for support that reduce sustainment
SeedCard 07/23 09:19 PDT
MOTIVATIONS 2467
Automate maintenance as part of design to dramatically reduce Life Cycle Support Infrastructure.
Ram 07/24 09:17 PDT
MOTIVATIONS 2546
Provide no-year appropriations to programs that successfully implement OSA.
FISCAL FOX 07/25 05:21 PDT
MOTIVATIONS 2581
People, not organizations, innovate! Can we build an incentive program for individuals who make real contributions to the acquisition
Exocubic 07/25 12:51 PDT
MOTIVATIONS 914
GENERAL: how can we streamline the acquisition process to make contracting more efficient, with less work required?
SeedCard 07/10 11:07 PDT
MOTIVATIONS 914
GENERAL: how can we streamline the acquisition process to make contracting more efficient, with less work required?
SeedCard 07/10 11:07 PDT

BII MMOWGLI Round Two

Players Created Idea Cards

The Collective Efforts of 322 Registered Players



Topic	Topic Cards (Proposed)	Idea Cards (Generated)	Action Plans (Generated)
Rewards	2	330	3
Profitability	4	192	1
IP Rights	2	221	2
Contracting	2	113	2
Life Cycle Cost	2	61	1
Testing & Cert.	2	116	2
General	6	622	3
Free Play	7	95	1
Totals	**27**	**1750**	**15**

Idea Cards Created Basis for Action Plans

REWARDS:

- *Provide a bonus to Navy program team members who save money.*
- *Train Navy's procurement workforce to better understand what motivates industry*
- *Reward a company for saving money… the top savers get publicly recognized and rewarded.*

PROFITABILITY:

- *Increase the benefit (fee) to the contractor if the actual cost is less than the targeted cost*

IP RIGHTS:

- *Create a marketplace for SBIR developed apps and applications*
- *Government pays for the idea then residuals can be paid out (like using someone's patent royalties…)*

CONTRACTING:

- *Streamline the contracting process using phased RFPs under an omnibus contract.*
- *Break acquisition into smaller elements; hold Navy accountable as "lead" integrator*

LIFE CYCLE COST:

- *Require a sustainment plan at Milestone B and every Gate 6 review as (Go/ No Go)*

TESTING & CERT:

- *Reduce certification cost through automated testing for "I"V&V. Provide visibility to spur innovation*
- *Use automated test tools and practices to reduce the human effort and increase the coverage of testing*

GENERAL:

- *Streamline the acquisition process to use more common components from across the Naval portfolio*
- *Develop an Agile Prototype strategy that pays for intellectual performance*

Games and Workshops Inform Change Process

a. Construct kickoff packages from workshop and game results
   - Awards
   - Incentives
   - Contracting
   - Testing

b. Form Workgroups and Validate the results (are they actionable?)

c. Develop Recommendations and Implementation Plans
   - Process
   - Policy
   - Regulations
   - Guidance